



Performance Report

Corrective Action Plan 2012 (CAP 2012)

April 1, 2012 – December 31, 2012

Jeanine B. v. Walker Settlement Agreement

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Highlights

The Wisconsin Department of Children and Families (DCF) and the Bureau of Milwaukee Child Welfare (BMCW) are focused on achieving long lasting results that improve the lives of children and families. To that end, we have identified and implemented strategic actions to enhance our performance to address the remaining enforceable Settlement Agreement provision.

Within the CAP 2012 reporting period, BMCW has achieved the following:

Timely Reunification (I.B.6)

- BMCW was released from this provision as an enforceable item **beginning July 1, 2012**. Monitoring will continue as a “no longer enforceable” item.

Placement Stability (I.D.9)

- As of July 1, 2012, the updated measure was incorporated into the calculation for Placement Stability.
- 97 percent of children who required a CANS assessment had an assessment completed.
- During the reporting period, BMCW licensed 187 new foster homes.

Other Initiatives

- As of December 31, 2012, there were 39 staff enrolled in the MSW program. 13 staff are participating in the full time MSW program, and 26 staff participating in the part time MSW program.
- From April – December 2012, 110 staff graduated from training teams.

What follows is a cumulative performance summary of the 2012 Corrective Action Plan. Changes in the data between this report and prior reports reflect updates due to validation procedures as well as changes in reporting structure.

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All data contained in this report is preliminary and may change pending validation of the data.

Introduction

The 2012 Corrective Action Plan (CAP 2012) covers the period of April 1, 2012 through December 31, 2012. CAP 2012 identifies and describes the strategies the Bureau of Milwaukee Child Welfare (BMCW), working with its contract agencies, is taking to address the remaining enforceable Settlement Agreement provision. This report provides the performance of BMCW and partner agencies for the period April 1, 2012 through December 31, 2012 (CAP 2012).

Placement Stability of Children in Out-of-Home Care (I.D.9)

Description

I.D.9 requires that at least 90 percent of children in out-of-home care shall have had three or fewer placements during their current episode in care.

The formula for this performance standard was modified effective July 1, 2012 pursuant to agreement among the parties and Court approval.¹ The original formula was in effect for the first three months (April – June) covered by this report. The modified formula was used for the remainder of the reporting period (July – December).

Table 1 provides information about the number of children with four or more placements April 2012 through December 2012.

Table 1: Children by Age with 4 or More Placements, by Month

	Apr	May	Jun		Jul	Aug	Sept	Oct	Nov	Dec
Number of Children with 4 or More Placements between Birth-2 years	10	9	9		8	9	9	10	10	11
Number of Children with 4 or More Placements between 3 to 4 years	21	23	24		23	26	30	28	28	29
Number of Children with 4 or More Placements between 5 to 11 years	105	104	105		68	67	68	70	68	72
Number of Children with 4 or More Placements between 12 to 15 years	124	126	128		98	98	96	88	93	91
Number of Children with 4 or More Placements between 16 years or older	160	162	156		116	118	121	132	125	133
Total	420	424	422		313	318	324	328	324	336

Note: Some numbers may have been updated due to validation process. These numbers differ from the settlement semi-annual reports because they 1) include children in wrap-around and 2) exclude children whose last day of OHC was the last day of the month. Pre-adoptive children are included in the measure. The original I.D.9 formula was in effect for the period April through June. Data from July forward reflects the modified I.D.9 measure¹.

¹ Modified I.D.9. Measure – At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements during the previous 36 calendar months of their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caregiver after an intervening placement during the same out of care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation. Initial assessment center placements also will be excluded from the calculation (Specified percentages remain the same).

BMCW, in partnership with its community partners and contract agencies, has implemented the following actions and strategies to address placement stability.

Action 1: Matching Children Based upon Program Information and Outcomes

In an effort to eliminate instability in higher levels of care, the Bureau has required all Treatment Foster Care agencies and Group Homes to submit detailed program information and begin regular collection of outcome data. Outcome indicators include re-entry, reunifications and placement stability. The Bureau will continue matching children to agencies based on program information and demonstrated outcomes.

Status: Agency placement liaisons are regularly provided this data and use it in making placement decisions.

Action 2: Transition to Model of Rate Regulation

DCF has moved to a model of rate regulation that ensures a better fit between the needs of the child/adolescent and the corresponding placement. The Child and Adolescent Needs and Strengths (CANS) tool is used to determine the level of care needed and the reimbursement rate for the caregiver. BMCW personnel will continue to be involved in the implementation of rate regulation.

Status: Table 2 provides the provider level of care for each month and the number of children in these placements for the period May through December.

Table 2: Providers Level of Care, by Month

Provider Level of Care	April	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Levels 1 & 2 (<i>child specific and general Foster home</i>)	795	795	804	800	777	776	766	763	762
Levels 3 & 4 (<i>treatment foster home</i>)	462	452	439	430	419	429	414	405	407
Group Home/Assessment Centers/Stabilization Centers	159	171	167	162	155	148	149	152	140
Residential Care Centers	72	74	70	71	82	79	81	88	89
Other*	73	73	63	71	74	77	81	64	76
Unlicensed**	456	460	452	441	428	432	444	453	447
Court Ordered Kinship	311	256	256	266	267	250	239	230	242
Unlicensed Relatives	107	152	155	140	132	145	165	185	162
Unlicensed non-relatives	38	35	32	34	28	34	40	34	38
FH with licenses pending	0	17	9	0	0	3	0	0	0
Trial Reunification	0	0	0	1	1	1	0	4	5

Action 3: Child and Adolescent Needs and Strengths (CANS) Tool

BMCW has also implemented the CANS tool to better identify children's mental health and placement needs. Ongoing Case Managers complete the CANS within 30 days of a child coming into out-of-home care. BMCW will monitor provision of follow up services to meet the child's identified mental health needs and will take effective measures to ensure that the contracted agencies provide appropriate services.

Status: Table 3 shows the number of CANS due, the number of CANS completed, and the number of children who needed further services or assessment for March 2012 through November 2012. (Please note that CANS numbers are always one month behind. For example, November numbers will be reported in December.) For May 2012 through November, 97 percent of eligible children received a CANS assessment, with 65 percent of children eligible for a CANS assessment receiving it within 30 days. Additionally, 97 percent of the children identified as needing follow up services through their CANS assessment received follow up services throughout the CAP 2012 period.

Table 3: Child and Adolescent Needs Assessment, by Month

	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Number of eligible children	81	85	79	81	78	74	87	77	77
Number of eligible children who received a CANS within 30 days	59	67	58	67	65	36	42	43	50
Percent of eligible children who received a CANS within 30 days	73%	79%	73%	83%	83%	49%	48%	56%	65%
Number of eligible children who received a CANS over 30 days			21	13	12	37	39	28	26
Percent of children who received a CANS			100%	99%	99%	99%	93%	92%	99%
Number of children CANS identified as needing follow up services	27	31	29	32	30	33	39	20	31
Percent of children who received follow up services by month's end	52%	58%	62%	56%	70%	70%	62%	70%	74%
Percent of children who received follow up services by date of report	100%	100%	96%	91%	93%	100%	95%	100%	

BMCW is continuing to work on the current eWiSACWIS report in order to accurately capture this information. In the interim, the information is compiled manually by the partner agencies.

Action 4: Educational Liaison

BMCW will promote and expand the utilization of the educational liaison to assist children in care with their educational needs. This will assist foster parents who otherwise may be unable to manage educational issues (particularly suspension and expulsion) which may then result in a placement disruption. Beginning April 1, 2011, the Bureau will track utilization to determine in which cases the educational liaison position is used and the outcomes of involvement.

Status: Table 4 displays the number of consultations broken down by referral person, and the nature of referral from October through December 2012.

Table 4: Educational Liaison Summary

Education Liaison 3-Month Summary Report 10/1/2012 - 12/31/2012	
Breakdown by Referral Person	
Referrals from case managers	50
Referrals from legal guardian	1
Referral from foster parent	1
Total consultations:	52
Breakdown by Nature of Referral	
Suspected need for special education services:	32
24 received evaluation	
Placement Issues:	3
1 student remained in same school placement 2 students enrolled in school	
Behavior Issues:	7
7 behavior plans revised	
IEP Meetings:	7
7 IEP's reviewed and revised	
Miscellaneous Requests for Information	3
TOTAL consultations	
	52

Action 5: Placement Stabilization

BMCW will provide monthly data to the agencies in order to compare relative performance on all currently monitored indicators. Placement stability and permanence will be the primary performance indicators for intake beginning January 2013. Relative performance data from January 2012 through November 2012 will be used in calendar year 2013 to determine the ratio of cases assigned to the respective agencies.

Status: Both agencies have implemented a number of strategies to impact stability. Comparative data for 2012 will adjust the intake rotation beginning February 1, 2013.

Action 6: Foster Parent Retention

BMCW will continue to support the Connecting Bridges foster parent organization, with emphasis on strategies for retention of foster parents. The BMCW Client Rights Specialist will attend foster parent meetings as needed and respond to any foster parent concerns.

Status: BMCW's Client Rights Specialist or Bureau Director attends foster parent meetings as needed to respond to foster parent concerns. Table 5 shows the number of foster parent meetings as well as foster parent concern calls from April 2012 through December 2012.

Table 5: Foster Parent Retention Activities, by Month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Number of Foster or Treatment Foster Parent Concern Calls	1	1	4	1	1	1	4	2	1	16
Number of Foster or Treatment Foster Parent Meetings	0	1	1	0	0	1	2	0	1	6

Action 7: Mobile Urgent Treatment Team (MUTT) Report

BMCW will continue to promote the use of the Mobile Urgent Treatment Team (MUTT) by licensed foster homes and unlicensed court-ordered kinship care providers to stabilize placements.

Status: MUTT has begun documenting the placement types of providers who contact them. During the CAP 2012 period:

1,098 crisis contacts were made. Of these, 421 required in-person contact and 677 were resolved through telephone contact. Of the 1,098 contacts, provider type breaks out as follows: 4 crisis contacts was received from Court Ordered Kinship Provider, 179 from treatment foster homes, 208 from general foster homes, 88 from home, and 27 from group homes or assessment centers, 592 of the crisis contacts did not have a provider type recorded.

Table 6 provides information regarding the number of children enrolled in MUTT for April 2012 through December 2012.

Of the 71 kids who were dis-enrolled from MUTT for the period, 29 (41 percent) maintained their foster home, 2 (3 percent) moved to a new foster home with the same level of care, 6 (9 percent) returned to their parents, 12 (17 percent) moved into a relative kinship placement, 11 (15 percent) moved into a higher level of care, 10 (14 percent) moved into a placement with Wraparound Reach Program, and 1 (1%) child was adopted.

Table 6: MUTT Utilization, by Month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of Children Enrolled at Beginning of Month	59	55	54	46	46	44	40	46	49
Number of Children Enrolled During Month	10	5	7	5	8	5	10	9	9
Number of Children Dis-Enrolled During Month	13	9	15	5	10	9	4	6	0
Number of Children Enrolled at End of Month	56	51	46	46	44	40	46	49	58

Note: Differences between the End of Month and Beginning of Month enrollment is the result of belated data entry.

Action 8: Foster Care Recruitment and Retention Plan

BMCW will continue to support foster home recruitment and licensing in order to maintain and increase the pool of available homes that meet the placement needs of children in out-of-home care.

Status: Table 7 shows the number of foster homes that were recruited, closed, and placed on hold as well as the number of foster homes available. During the reporting period, BMCW has licensed 187 new foster homes.

Table 7: Number of Foster Homes, by Month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of Foster Homes at the End of the Month	602	607	605	608	613	605	612	606	604
Number of New Foster Homes	10	28	23	20	23	16	23	21	16
Number of Closed Foster Homes	15	19	27	15	19	22	18	28	19
Number of Foster Homes On Hold	54	49	47	55	51	47	47	42	41

Note: Any difference between the number of foster homes at the end of the month and a calculated beginning of month numbers is the result of belated data entry and/or pending modifications.

Special attention has been given to newly licensed homes for infants and adolescents. Of the 187 new homes open during the period, 107 were available for infants and 56 were available for adolescents. Of the 182 homes closed during the quarter, 95 were licensed for infants and 43 were licensed for adolescents.

Other Initiatives

The Bureau will maintain its child welfare workforce initiatives, including pay schedules and career ladders for ongoing case managers, mentors and supervisors.

Master of Social Work Program

The Bureau will continue its support of staff educational advancement, including the part-time Master of Social Work (MSW) programs evening courses at reduced tuition for Bureau staff pursuing and MSW degree at the University of Wisconsin-Milwaukee; and stipends for the full-time MSW program.

Status: As of December 31, 2012 there were 13 staff participating in the full time MSW program, and 26 staff participating in the part time MSW program.

Training Teams/Academy

The full implementation of Training Teams will continue in all programs across all agencies. Training Teams operationalize a competency-based approach assuring new staff the opportunity to develop their skill and knowledge in a deliberate, sequenced, and progressive manner. All trainee activities on the Training Teams will be conducted under the close supervision of the training team supervisor ensuring that child safety during staff development always remains the paramount concern.

Status: As of December 31, 2012, 34 staff members were participating on training teams. **From April to December**, 110 staff graduated from training teams.

Medical and Dental Exam Timeliness

Status: Table 8 provides monthly information on the number of children who had an annual medical and dental exam for April 2012 through December 2012.

Table 8: Number of Annual Medical and Dental Exams, by Month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Medical Exams									
Number of Medical Exams Due	2,231	2,211	2,185	2,067	2,037	2,014	2,022	2,015	1,990
Number of Medical Exams Completed	2,046	1,971	1,886	2,007	1,964	1,941	1,937	1,901	1,855
Percent of Due Medical Exams that were Completed	92%	89%	86%	97%	96%	96%	96%	94%	93%
Dental Exams									
Number of Dental Exams Due	1,777	1,763	1,734	1,658	1,629	1,601	1,595	1,582	1,558
Number of Dental Exams Completed	1,529	1,465	1,375	1,507	1,453	1,398	1,377	1,324	1,262
Percent of Due Dental Exams that were Completed	86%	83%	79%	91%	89%	87%	86%	84%	81%

The eWiSACWIS report used to generate the above data was updated in the last quarter of 2012 to accommodate the Bureau re-organization.

Initial Health Screens

The Bureau will continue to monitor the initial health screen timeliness for children coming into the Bureau's custody. The Bureau is working on a programming change to eWiSACWIS that will track compliance with the 30-day comprehensive exam requirement.

Status: Table 9 provides information on the number of eligible children who received a timely initial health screen. The overall BMCW compliance rate from April 2012 through December 2012 is 88 percent (537 out of 607 children).

Table 9: Number of Initial Health Screens, by Month

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of Initial Health Screens Due	79	66	63	64	62	77	73	69	54
Number of Initial Health Screens Completed	75	60	56	60	50	69	66	59	42
Percent of Due Initial Health Screens that were Completed	95%	91%	89%	94%	81%	90%	90%	86%	78%

Maltreatment in Out-of-Home Care

The Bureau will provide to plaintiffs' counsel the investigation reports of alleged maltreatment in out-of-home care, including Independent Investigations on licensed care providers and Initial Assessment CPS reports on unlicensed relative caregivers for quarterly review. Such confidential disclosures to Plaintiffs will be for monitoring purposes only and may not be used for any evidentiary or liability purposes in this case or any other matter.

Status: During the CAP 2012 period, the maltreatment of three (3) children while in out-of-home care was confirmed.

Unsubstantiated Independent Investigations for licensed out-of-home care providers and unsubstantiated Initial Assessments for Court Ordered Kinship providers have been sent under separate cover.